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Design-led events in collaborative planning

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Design-led events in collaborative planning: improving post-event planning and delivery

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Abstract

Design-led events are known under a range of different titles such charrettes, participatory placemaking, co-design and Enquiry by Design. Rather than being standalone, such events form one single step in a multi-stage collaborative planning process. What comes after them has to be acknowledged as important to their effective contribution to collaborative planning. To date, no coherent body of empirical evidence on the aftermath of events has been published demonstrating critical factors that contribute to their success. The originality of this paper lies in its attempt to broaden understanding of what happens in collaborative planning following design-led events, drawing on interviews with professional and lay participants in events held across Scotland over the past decade. Its significance resides in identifying an extended framework for the stages in the collaborative planning process and in highlighting critical issues for ensuring that the aspirations and concerns expressed by stakeholders throughout the process are acted on and delivered, namely: subsequent decision making and delivery; follow-on support, resourcing and funding; the legal status of events and related governance issues; and appropriate monitoring and evaluation practices. The paper provides guidance for professional and local stakeholders who are expected to carry the burden of acting on the outputs arising from such events. To be successful, collaborative planning has to be based on longitudinal stakeholder engagement – both long before but also after such events. It is here that the significance of the results reported here lie.

Key words: post design-led planning; collaborative planning; community champions; decision-making and delivery; key stages; skills; resourcing and funding.

1. Introduction

Urban planning (in liberal democracies) is being cast as a dynamic and fluid process that needs to be constantly adapted to the interactions between 'people, place and capital flows' which might originate from anywhere in the world (Hill et al., 2013: p. 16). Because of the challenges this redefinition brings, the practice of urban planning has come under renewed scrutiny, with new approaches to 'collaborative planning' developed (Frediani and Cociña, 2019) emphasising what Healey (2003, 2010) labelled participatory democracy. The promotion of collaborative planning places value on "*cohesion, solidarity and inclusivity*" to address a world that is seen as becoming more "*individualist, socially fragmented, competitive, or in other words, uncollaborative*" (Brand and Gaffikin (2007). Humphreys (2015) suggested that, if planning is to serve the public's interest and give consideration to sustainability issues—such as environmental responsibility, economic productiveness and climate resilience—then it should establish clear parameters for action, indicating what is recommended or desirable from a social, environmental and cultural perspective, and what should be avoided. Collaborative planning is being employed here as a negotiating tool aimed at seeking agreement or compromises that integrate between issues, policy sectors and actors (AlWaer and Cooper, 2020).

Focussing on participatory democracy has given rise to a plethora of new notions about how planning should proceed - inclusive planning (Florida, 2017; Douglas, 2013); participatory placemaking (AlWaer and Cooper, 2019 and 2020); the sustainable city (Chatterton, 2019;

Lehmann, 2010); engaged urbanism (Campkin and Duijzings, 2016); the just city (Fainstein, 2013;2019); and the right to the city (Marcuse, 2012). Such notions are regarded as having become 'accepted components of planning' (Baker, Hincks and Sherriff, 2010). They are premised on a need to redress what is seen as unfair, unequal and inequitable decision-making in urban planning. Attempts to redress this imbalance have led to increasing use of collaborative design-led events worldwide (Walters, 2007; Sanoff, 2011; Ermacora and Bullivant, 2016; Campbell and Cowan, 2016; Campion, 2018; Malone, 2018). Such events often involve members of a local community working alongside local authorities, developers, designers and other stakeholders to co-create visually planned, agreed action plans and strategies (Campion, 2018; Wates, 2014). They are used to: stimulate discussion of place-based issues; promote thinking about community values; and allow consideration of the ways in which assets can be best utilised (AlWaer and Cooper, 2020; Campion, 2018). Such events are not necessarily about the physical built environment and its components in a narrow sense: instead, they may seek to reconcile wider place-based issues with stakeholders' other needs (their health and well-being, jobs, businesses and economy, town centre renewal, regeneration, public service reform, tackling inequalities, quality of life issues).

Collaborative design led events[1] display a hands-on, participative approach for tackling stated goals using 'iterative feedback', deemed essential for gaining stakeholder understanding and support (Campion, 2018). Emphasis is on the involvement of a variety of stakeholders, with citizens enrolled in design decisions (Healey, 2010; Lennertz & Lutzenhiser, 2006). Achieving this entails a synthesis of elements, not all of which are unique to participation (Lennertz & Lutzenhiser, 2006; Walters, 2007; Condon, 2008; Healey, 2010; Roggema, 2013; Steiner & Butler, 2012; Wates, 2014; Petrescu et al., 2016; Illsley and Walters, 2017; AlWaer, et al., 2017; Campion, 2018; Ghaziani, 2020; AlWaer, Rintoul and Cooper, 2021; Combrinck, et al.,2021). These elements include:
- interactive, intensive and 'open' collaborative design led activities
- wide ranging participants – public, community, private and specialist groups – with correspondingly varied aspirations, concerns and responsibilities.
- use of techniques for engaging people's knowledge of their area
- a place-based exploration of change
- a strong focus on design, live drawing, sketching, visual outputs/graphics
- use of design as a means of achieving informed dialogue between stakeholders
- reflection, testing and explanation sequences
- integration of rational, intuitive and emotional types of knowledge
- construction and review of 'what if' future scenarios of place, and
- iterative decision-making through use of a series of feedback loops
- producing community visions to reflect local aspirations, exploring options for delivering better master planning or regeneration frameworks for a town, proposing actions for addressing these issues to deliver growth or sometimes formulating a land use strategy[2], See table 2
- associated with the term "co-production", which has been borrowed from the field of public services policy, promoting the involvement of users in the design and delivery

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[1] Design-led events are known under a range of different titles such charrettes, participatory placemaking, co-design and Enquiry by Design (The Prince's Foundation For Building Community, 2014).
[2] For more information check AlWaer, Rintoul and Cooper, (2021).

of these services.

Academic literature reports a wide spectrum of engagement activities in employed collaborative planning. These include consultation techniques employed by client stakeholders (whether private or public sector) as a cursory means of obtaining comments and/or approval from residents. Such top down approaches are one-way, limited to seeking only responses from stakeholders, commonly via tick boxes, as a means 'engineering' consent in order to get planning permission or agreement on the principles of a Local Plan. As Arnstein (1969) highlighted 50 years ago, such practices may be labelled as consultation, but they only offer a token form of engagement. Attree (2010) argued this level of engagement can "have negative consequences for the communities involved if they are inadequately supported or their expectations are not met". Bickerstaff and Walker (2005) agreed, stating that participants are often sceptical about motivations behind the engagement, based on previous experiences. Moving up Arnstein's ladder, there are engagement activities that seek to enable collaborative design from the bottom up. In some, local authorities or developers retain control offering only constrained decision-making powers to communities: in other cases, communities may share decision-making power, including control over the following implementation process. At the top of Arnstein's ladder, there are citizen-led initiatives that seek to drive collaborative planning based on ideas, aspirations and experience generated directly from the involvement of local stakeholders where 'the community' is held to be the primary creator (Ermacora and Bullivant, 2016).

Examination of both academic and practice-based planning literature reveals a yawning gap between the rhetoric about participation in policy- and decision-making and what happens in practice at the operational level (AlWaer and Cooper, 2020 & 2021; Kordas, 2020). The specific nature of approaches, and of types of partnerships employed - and of the power relations underpinning these - vary from case to case. Those managing such events (whether members of a design team or a stakeholder management team) require a clearer understanding of where, when, and how they are expected to contribute. The power dynamics inherent in design led events cannot be approached solely from the 'top down' (Kordas, 2020). As well as 'power over others', 'power to do' also has to be considered, to harness the energies that communities themselves can invest in their places to accomplish a common goal or vision (Dean, 2012b, p.102). Communities may desire more effective stewardship and influence and so be unsatisfied if inflexible local government structures fail to accommodate this (Adamson, 2010: Kordas, 2020). A critical understanding is required not only of developers' or local government's overtures to empower communities, but also of a community's own sense of solidarity and agency (Ledwith, 2015; Kordas, 2020). In collaborative planning, the ideal is that, no matter how large the differences (of power, status, education, resources and social capital) existing between stakeholders in the outside world, within a design-led event facilitators and other stakeholders are called upon to construct a safe space allowing effective top down and bottom up engagement. There, for instance, 'truth can be spoken to power', and professionals' expertise and lay people's lived experience are both treated as valid negotiating currency (AlWaer and Cooper, 2020 & 2021).

In the literature, some stress (Lennertz & Lutzenhiser, 2006; Condon, 2008; Roggema, 2014; AlWaer and Cooper, 2019) the importance of the 'post-event stages' as part of a larger, on-going planning process. But there are few signposts to exactly what these entail, or to who is

responsible for making or delivering decisions about how outputs from events should be implemented or acted upon. Likewise, there is little guidance about even basic steps that have to be taken to implement outputs arising from design-led events. In practice, what needs to be done will depend in part upon the specific purpose of each individual event. However, additional guidance outlining critical steps to be taken is needed to improve implementation of what design-led events are expected to achieve. To date, no clear empirically-based link has been established between events' outputs and post-event decision-making and delivery (AlWaer, and Cooper, 2021[3]). Without such a link, and in the absence of guidance on how to achieve it, effort and resources put into such events may be undermined. Failure to deliver, risks creating barriers to communication across different actors, reducing trust and confidence, leading, ultimately, to opposition to both the planning process and to its outcomes. Grappling with this problem is timely given the endorsement that collaborative planning in general, and design-led events in particular, have received from governments (AlWaer and Cooper, 2019; Illsley and Walters, 2017). This paper aims to fill gaps in knowledge through an in-depth exploration of what has happened, post event, in Scotland where national government has a decade of experience of policies endorsing and supporting design-led events. This is essential in order to ensure, as Conrad (2010) suggested, involvement of the public produces real and tangible benefits. The empirical research offered here takes the form of three contrasting case studies using interviews with selected key actors to capture the views of both professionals and community representatives about their experience of what has been happening after design-led events in Scotland over the past decade. The characteristics of post-event stages are sketched out, drawn from analysis of their perceptions of what happened in practice in the examples investigated. A more detailed framing of post-event decision-making and delivery activities is offered to inform current academic discourse on the deployment of design-led events. Guidance is provided for professional and local stakeholders who are expected to carry the burden of acting on the outputs arising from design-led events.

2. Data collection and analysis

This paper critically explores the meanings that those involved attach to the activities that follow on from design-led events, using methods that seek to capture the aspiration and concerns of academics and practitioners active in this field. It brings together diverse expertise and experiences of the main sets of actors directly involved in activities undertaken after design-led events conducted in Scotland. This collation was achieved through a two-step process.

3.1 Step One – Qualitative Contextual Analysis and Parameters

A critical review and analysis of collated academic literature and grey literature was undertaken: to establish what authors thought should happen in collaborative planning after such events; to extract what they identified as the key issues about how post-event decisions should be made; and about how they should be implemented. The review sought to provide a questioning framework for identifying any gaps requiring further investigation, (Table 1). The content analysis followed Kitchenham's (2004, p.1) guidelines for conducting systematic reviews.

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[3] A recent critical review of the post-event decision-making and delivery by AlWaer, Rintoul and Cooper, (2021) highlighted three key factors affecting the successful implementation of decisions reached at design-led events: (1) a shared follow-on plan, (2) an agreed action programme for delivering this and (3) a properly constituted and resourced delivery vehicle that can monitor and evaluate progress.

<insert Table 1 around here>

Key issues were generated directly from examining what academics and practitioners drew attention to in their publications. Summaries of these issues are then compared with those elicited from event organisers and participants when interviewed. This comparison is employed to develop a practice-based analysis for systematically framing who should do what, when and how after design-led events. The underlying aim was to construct a more nuanced map of what was expected to happen after design-led events in order to inform collaborative planning. Subsequently, a case study approach was employed to compare these key issues with what participants identified as important in practice. Case studies can be criticised for lacking scientific rigour and generalisability but, as Patton (1987) noted, they are particularly appropriate when dealing with a complex process which varies according to contextual circumstances.

From the grey literature, documents were identified that reported what has been happening, in practice, after design-led events held in Scotland over the last 10 years. These reports, placed in the public domain post-event, were commonly labelled as 'charrette-reports'. Cases were identified through Kennedy's (2017) research which provided a list of 50 events held in Scotland since 2010**.** These were focused: on producing community visions to reflect local aspirations; exploring options and alternatives for delivering better masterplanning or regeneration frameworks for a town or district; proposing actions for addressing these issues to deliver growth or sometimes formulating a land use strategy, (Table 2). The long list of cases examined for this study were chosen because reports on them are available online. They took place over a five-year time period from 2013-2018, allowing scrutiny of events held since the start of the Scottish Government's Charrette Mainstreaming Programme (2011), up to and including its Making Places Initiative (2018) but not its Investing in Communities Fund (2019). Finding reports of event prior to 2013, and identifying those who had taken part in them, proved difficult because of the lack of up to date online information about them.
Eleven cases were selected, (Table 2): they are not representative of all the events held in Scotland over the half-decade in question. They were specifically selected to: a) illustrate the prevailing government policy initiative at the time of the event; b) to include events initiated by different types of organisations; c) to cover events that had taken place in different types of locations; and d) to represent events pursued with a range of purposes.

<insert Table 2 around here>

Coding was undertaken to systematically explore both the academic and grey literature, allowing retrieval of relevant information and highlighting gaps in knowledge. Searches were conducted using online databases including Web of Science, Google Scholar, Scopus, Proquest, the ACM Digital Library and ScienceDirect. Despite extensive data collection, one limitation is apparent. Assembled data - and the subsequent content analysis conducted on it - were limited to published documents as identified by the search engines employed, and the databases examined. However, additional grey literature may exist which has yet to enter the public domain.

It was difficult to capture all the issues raised in discrete categories within a single conceptually coherent framework because: of the high degree of complexity involved in collaborative planning following design-led events; the diversity of actions that can be pursued; and the

different political, social and cultural milieu in which this form of planning activity is undertaken. No single pattern for coverage of issues emerges. Instead reporting of design-led events was highly variable. Not a single issue was reported in all of them – though almost all included proposals or programmes of follow-on activities and more than half of these addressed a mix of socio-economic and spatial issues. Previously AlWaer and Cooper (2019) noted that there is no single model for how design-led events should be held. Here too analysis of the grey literature suggests that there is no agreement about how they should be reported either.

3.4 Step Two. Comparison and contrasting of three chosen cases
Three cases were explored further to capture more detailed information about the experiences of professional and local stakeholder participants involved in them and about the specific contexts in which they had taken place. These cases were selected so that they could be compared and contrasted. To make them comparable, they were chosen to be similar in terms of a) their size, b) when the event had taken place and c) how they had been funded, (Table 3). All three were in a town where an event had been funded by the Scottish Government in 2016 or 2017, enabling post-event activities to be compared that took place over a similar timescale. Contrastingly, cases were selected with different types of initiator, occurring in different local authorities, to accommodate variations across Scotland.

<insert Table 3 around here>

Interviews were employed to capture participants' experience of being involved in collaborative planning. The pros and cons of this method of data collection are extensively discussed in the literature on qualitative research (Kvale and Brinkmann, 2009). Here semi-structured interviews were selected as an appropriate means of data collection for to capturing and preserving the particular characteristics or circumstances operating in each of the individual cases under scrutiny, with questions structured around issues identified from the literature review. One- to two-. hour interviews were conducted with key actors directly involved in post-event activities, focused on eliciting information about the purpose and conduct of their specific design-led event and its aftermath. Follow-up prompts employed depended on interviewees' circumstances and on their initial responses. For example, where an event had been initiated by a community, facilitators were asked about the challenges involved in running a community-driven post-event activities as compared to Local Authority-initiated ones. Representatives of local stakeholder groups were asked if support had been put in place to act upon the aspirations and concerns expressed at their design-led event. The purpose here was to allow identification of specific concerns with particular people and events during subsequent analysis (Denscombe, 2017). Interviewees were offered anonymity so that the final report could be shared between them and other interested parties.

To select interviewees, more in-depth data capture was conducted on the reports of the three chosen cases. This was used to examine the involvement of three key types of stakeholder in 'post-event' activities: 1) event lead facilitators, 2) members of planning authorities, and 3) local stakeholders ('community champions'). Event facilitators were canvassed and, via their responses, other event participants were identified to be interviewed. Key professionals, discovered through the content analysis of the chosen cases, were also invited for interview. Interviewees were selected because they had been involved in one particular case, with responses focused on that specific example. Local stakeholders interviewed were those described as having

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acted as 'community champions' for their events. They are deemed vital in helping create interest from their communities in the collaborative planning process (Scottish Government, 2019). Additional facilitators were selected because of their broader experience of the Scottish Government-funded Charrette programme (2010-2019). Five interviews were conducted for each case studied, with two additional ones undertaken about post-event activities undertaken across Scotland more generally. Information gathered from these multiple perspectives illustrates how differently situated stakeholders experienced and understood post-event activities they had encountered, (Table 4).

<insert Table 4 around here>

Interview questions focused on activities expected to occur following a design-led event, structured around the key issues identified in the literature review plus what interviewees saw as the critical factors for success in post event activities and their views about what future developments would be beneficial. These issues were then used as categories in analysis of interviewees' responses. In the following sections, the academic literature about these issues is compared with participants' reports of their own experiences.

3. What the literature says happens

Recently, AlWaer and Cooper (2020) demonstrated that design-led events, rather than standing alone, are more usefully viewed as simply being one step in an ongoing process of collaborative planning. Their mapping of the six stages in this process was directly informed by the 'aspiration and concerns' they collated from an earlier 2017 survey of practitioners active in this field and of stakeholders that had taken part in design-led events in Scotland, (Figure 1).
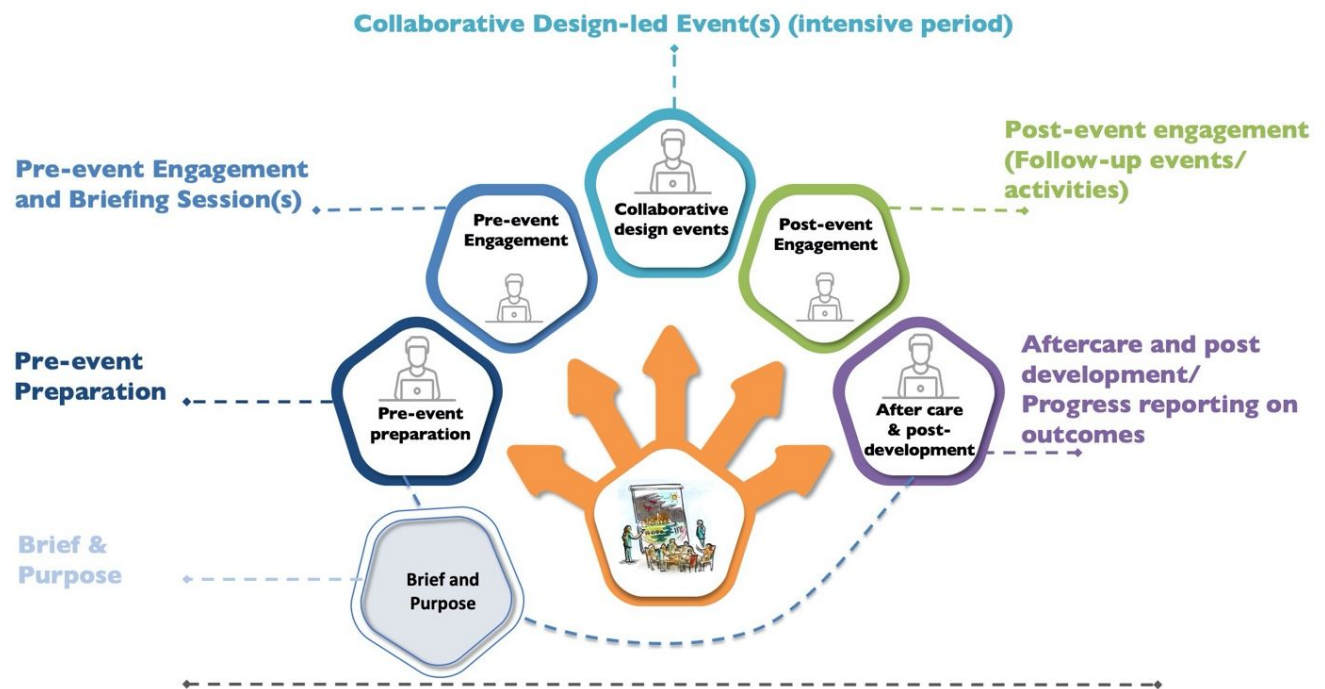

Figure. 1: Sequence of stages surrounding Design-led Events (over-simplified linear framework) (AlWaer et al, 2017).

Three of these stages are discussed in detail in the literature as relating to specific practical tasks: a) information gathering (pre-event); b) intensive face-to-face collaboration (at design-led events); and c) implementing outcomes and follow up (post-event). The others get less attention. In practice, the significance attached to each stage will depend in part upon the purpose assigned to a design-led event by those that run them. And, as Atherton (2002) noted, "the choice of approach will vary according to who is in control" (p 17).

The pre-event stage is seen (Steiner and Butler, 2012) as important preparation for multiple reasons: a) identifying the issues to be addressed; b) deciding on the type of processes and activities to be used for addressing these issues; c) finding the correct meeting place, materials and staff (Condon, 2008); d) devising inclusion strategies which counteract cultural and knowledge imbalances affecting participation and capacity building (Woods, et al., 2018, p. 209); e) publicizing the event to make it as inclusive as possible with widely circulated advance notification (Wates, 2014; AlWaer, et al., 2017; AlWaer and Cooper, 2019, 2020, 2021); f) determining who should be participating in addition to the wider public, e.g., policy experts and specialists (AlWaer, et al., 2017; Campion, 2018;); and g) agreeing with relevant stakeholders—including local community groups—the intended aims, objectives and outcomes of the design-led event, along with establishing its terms of reference, and determining how to structure the main design event (AlWaer, et al., 2017; AlWaer and Cooper, 2020, 2021).

During a design event itself, the guiding intention is said to be 'co-production' as far as this is possible, with the local community and other stakeholders involved (Roggema, 2014; Campion, 2018; Malone, 2018). This is deemed essential for effective facilitation by creating a 'holding environment' where a web of relationships across stakeholder groups is secured and where, ideally, those taking part forge an active partnership through an agreed sharing of resources and decision-making responsibilities (Roggema, 2014). But, as Natarajan (2017) has observed, little attention has been given to date to the spatial particularity of the 'knowledges' involved in such co-production or to how understanding 'space' is produced in a spatial planning context that includes lay participants.

Post-event stages are less often discussed in the literature despite being seen as being essential to achieving the goals described above (Evans-Cowley & Gough, 2009; Lennertz, and Lutzenhiser, 2006; McGlynn and Murrain, 1994; Nuffield Council on Bioethics, 2019). Campion (2018) stressed the post-event stage as important to keep momentum and continuation of stakeholder involvement in the delivery and management of the project. Holding a follow-up post-event session is signposted as being good practice to demonstrate progression and explanation of decision-making (Lennertz & Lutzenhiser, 2006; Condon, 2008; Roggema, 2014). But design-led events have been criticised as concluding with no clear plans as to how to transform the ideas generated at them into the policies necessary to implement them (Condon, 2008). He argued for a clear approach to post-event implementation, not least because stakeholder involvement deserves this – a "charrette is only as good as what happens after" (p. 112). AlWaer and Cooper's recent mapping exercise (2020) emphasised that effective delivery, following a design-led event, may also be at risk if insufficient attention is paid to what needs to happen before an event is held. This can lead to stakeholders being disillusioned not just with the design-led event itself but to a growing distrust of decision-making following on from it (AlWaer, 2017; AlWaer and Cooper, 2019; AlWaer, Rintoul and Cooper, 2021). Yet, despite the importance clearly

attached to the post-event stage in the literature, there is little explicit advice about precisely what post-event activities entail, who should do what, when and how.

4.   What event participants say happens

At the start of the interviews, AlWaer et al's diagram of stages (Figure 1) was used to help interviewees unpack what activities they thought should follow on from design-led events. Interviewees were asked to concentrate on post-event activities but were free to comment on how what happened in earlier stages may affect this. Table 5 summarises the recurrent issues raised about follow-on activities arising from design-led events. These map in part on to those identified in the literature, (Table 1).

<insert Table 5 around here>

4.1 Ownership in the transitional stage

A key concern discussed by the interviewees was whether a design-led event benefits from being initiated by a community or a local authority. They differed as to which was to be preferred. One of the facilitators claimed that, in initiating an event,

"[the community] don't need the council to be involved. And the upside of that is they are very community-led. But the downside is trying to get the council involved is like pulling teeth as it's not the council process .... On the other side ... local authority initiated runs the risk of it not being community-led. There is a balance between, that very few manage to get right".

A council officer saw benefits in the community taking the lead:

"*When it is a project that has been wholly driven by the local authority, there is a lot more resistance.... there is a lot more negativity and the feeling the council is trying to impose something."*

Interviewees recognised a need for a balance in involvement of, and input from, a local authority and local stakeholder groups. Both are necessary if activities following a design-led event are to be judged as successful. Whoever initiates an event, local authorities need local stakeholder 'buy in' just as local stakeholders need local authority input to achieve what needs to be done.

4.2 Handing on responsibility

Interviewees were asked who was responsible after design-led events for implementing subsequent decision-making. Responses suggest the need for an acknowledged hand-over from participants involved in a design event to those who are going to undertake subsequent activities. One facilitator called this the '*formulating* or *delegating stage*' where everyone involved has to decide who is going to deliver what. Interviewees were asked who, in their experience, had taken ownership of delivering this transition. Views on this differed. A facilitator asserted:

"It's a responsibility that needs to sit with whoever is commissioning ... that they have in mind that things need to be taken forward"

Another acknowledged a problem: this transition is *"... maybe not always thought through during the event stage".* Interviewees also recognised that, due to that lack of local authority funding, planning authorities cannot take sole ownership and so delivery needs to be based on a partnership with local stakeholder groups involved.

4.3 Support required for transition

Interviewees were asked what support was in place for local stakeholders to take ownership of delivery of post-event activities. A facilitator commented that people can feel nervous in this transitional stage,

"… because, in a sense, you're doing the handover and then often the community group who perhaps only come together for that event or that process …. my sense is they've often felt very nervous about bringing that forward because they're looking for a bit more support".

A second agreed,

"Then you're asking community people to join but suddenly what you're gonna be doing is buying the Clydesdale bank and becoming owners of a building, and employers of two staff members….. now you're in charge of a service that people rely on. I think that's quite difficult to role".

A third felt it is important to get elected members involved. One local stakeholder representative signalled the importance of a *"community person being the chair"* where, for example, an Area Partnership is the chosen delivery mechanism. Here continued community buy-in is seen as dependent on local stakeholders deciding real changes in where they live and work. A council officer agreed,

"Establishing …[a] charrette implementation group was the right way forward…. But I think you need that kind of implementation group to be established not for a short piece of time but a fairly lengthy time as this sort of stuff takes a while to implement".

There was acceptance that some form of delivery vehicle needs to be put in place, if not before then at least once a design-led event has been held. Delivery may be driven by a single implementation group or an alliance of a number of groups that meet together regularly. The existence of such a delivery vehicle can help make those involved feel both capable of, and accountable for, implementing the actions that a design-led event has articulated.

4.4 Need for community champions

Interviewees also referred to the need for a 'community champion'. One community representative, who saw herself as playing this role, stated that *"without me it would be a different feel"*, emphasising,

"I try very hard not to show my opinions and thoughts …. I think it's really important I don't do that because then everybody gets a chance to speak".

A facilitator commented,

"And you have a champion that just happens to have the skill, the time, the knowledge, and the kind of personality to be able to bring people with them. But, in the community where that person is not necessarily readily there, how can we kind of create guidance for the kind of structures that will enable as many good outcomes in the process rather than just be reliant on one or two dynamic individuals".

Another local stakeholder suggested that who plays this role is critical,

"The danger is getting the right person in place … what if that person is an obstacle for development"

If a community champion is not available, particularly before a design-led event has been held, capacity building and momentum has to be achieved in other ways, perhaps through the delivery vehicle itself.

4.5 Identifying those involved in delivery

Interviewees suggested that delivery needs to be thought about at the start of planning for a design-led event. One of the facilitators commented,

"If you want to get a set of deliverable proposals, you have to think about how you are going to deliver them from the start ... but as a factor to help people think, not to close people down but to help them understand what is realistic".

A second suggested that delivery was easier if stakeholders are involved all the way through, because they understand the process that has taken place. A third suggested those undertaking the delivery need to feel involved in an event and have a sense of ownership and awareness of the process underpinning it. If someone new is brought in later, they might not understand the process underpinning decisions that have been made. But another facilitator disagreed, suggesting that not everyone who is going to be involved in delivery has to be there right from the start: instead *"mak[ing] sure that the right people are brought on board at the right time since you can easily head hunt people throughout the process"*.

There were alternative views too about when planning for delivery should begin. One of the local stakeholders argued that this should begin as soon as event has finished,

"Almost immediately otherwise you lose the momentum and the good will, because you lose the feeling your achieving something where you have had all these ideas and you've got your energy and it's all captured in a report".

A council officer offered a later alternative, suggesting that delivery planning should start:

"... straight away after the report [of an event] is delivered as community views change all the time, they don't all speak with one voice, at any particular moment in time. So, the community have already forgotten a lot of things that they said at the charrette".

A community representative cited the usefulness of a *"road map, a better worn track to walk down"*. Seeing how other locations had been successful in their post-event stages was also commended. A facilitators pointed to an action plan, to be included in the report of an event, with short, medium and long-term actions identified, along with who will be involved in taking them. This has to be drawn up in accordance with timescales of council committees in order to make sure: *'... that actually a lot of it can be implemented and ... that can be a very helpful factor in getting things actually moving on the ground',*

by giving stakeholders a "sense of the journey" being travelled. Achieving this may require additional events during the transitional stage which have to be seen as key outputs in order to:

"... form proposals in the most feasible sense so they were viable as soon as possible, rather than getting to a transitional state [with] a lot of ideas they might not be viable and deliverable".

4.6 The value of event reports

Reports produced after design-led events are not necessarily seen being *"set in stone"*, rather they could be used to help gain funding by being treated as a 'feasibility study'. A facilitator commented on the need for further elaboration "… *using ideas and statistics from that first stage in future stages".* Here an event report is portrayed as documenting an initial engagement with stakeholders but with recognition that additional evidence might need to be collected before funding could be applied for. A local stakeholder described their event report as a *"... feasibility study for community groups and organisation to take and run with",* as a staging post that *"... acted as a lever to raise more funding".* Another argued that event reports could not be treated as immutable because they might contain irreconcilable aspirations,

"The report we got from the charrette came up with these certain recommendations. And, if you read it closely, there are certain contradictions in it. So, you adapt the report yourself".

Here the important principle was respecting what stakeholders desired when taking action. To do so, event reports should not only contain an action plan but should be capable of helping to underpin further capacity building for stakeholders – for example, on how to win funding.

4.7 Implementation skills

Interviewees agreed 'project management', 'people' and 'communication' skills are needed for effective implementation of post-event activities. Some highlighted those that local stakeholders might themselves possess, as a council officer commented,

"A community will have their own skills, but they are really in terms of communication, and letting people understand and know what's happening".

Conversely, a council officer stressed the need for local stakeholders to realise when they need professional skills such as 'engineering advice and planning advice'. A facilitator agreed,

"I think education whether it is formal or informal is a particularly important aspect, especially with funding for local councils and with the move towards community empowerment act ... the new planning bill ... well you can either see it as more things are being less done or you can see it as an opportunity for communities to do things for themselves".

Some locations are seen as having access to skills required where others do not. Such inequality is evident, as one facilitator indicated, when locations:

"... don't have the same skills and resources to be able to do without somebody [being funded to play this role]. Without gaining time and skills to produce one or funding a third party to come in and do so, you might start to get imbalance".

Lack of skills was emphasised by a local stakeholder and by a facilitator who noted *"you can't rely on volunteers alone"*. Another facilitator stressed those involved in delivering post-event activities must have a *"robust mindset"* and be resilient because, when applying for bids, *"they could get knocked back several times before they get funding"*.

Both professionals and local stakeholders need input from the other because successful delivery is viewed as being based on collaboration. Accordingly, any vehicle chosen for delivering post-event activities has to bring on board relevant stakeholders from both a community and local authority to take advantage of the differing sets of skills sets each can offer. Pre-existence of required skills cannot be taken for granted. Interviewees highlighted the importance of building capacity, not least for upskilling local stakeholders, to support them because of pressure put on them to aid delivery.

4.8 Building capacity before and after design-led events

Interviewees suggested thinking about delivery from the start of collaborative planning can help focus a proposed design-led event. Key stakeholders are needed on board before an event to make clear who will deliver its outputs afterwards. This may not be possible, not least because ideas about what needs to be done will change and develop over time. Nevertheless, interviewees indicated that bringing on board the right people at the right time will help lead to more successful delivery. As one of the facilitators commented,

"One of the big lessons for me in all this is ...[for] post-event transition and delivery to work there is often a need ... before anything starts to build capacity and get funding."

A local stakeholder agreed,

"It can't be something that's done to a community - it needs to come from the grass roots up ... from my own experience you need to have ... that strong community element about it".

Building capacity before an event starts was presented as a means of effecting delivery afterwards because implementing outputs of an event is held to start quicker when key stakeholders needed for delivery are already involved in the collaborative planning process. Their involvement is seen as helping to create community buy-in to the design-led event itself - and then beyond - because local stakeholders feel they have taken ownership of the collaboration required from the initial stages of mounting a design-led event.

A facilitator commented on the importance of building capacity in the community: *"… so that people become experts in community engagement and planning in their area but also being able to pass that knowledge onto others*." He had learnt that to:
"… pass on the knowledge and learn about the process and build capacity is critical"
since doing so allows local stakeholders to become community champions, maintaining collaborative planning once facilitators have departed. Interviewees were concerned about the need for someone to oversee continuation of the collaborative planning process. A facilitator identified this as "*liaising with different groups and people to get them to work together"*. This has to be done, a local stakeholder suggested, by "*someone who can see the big picture"*.

4.9 Funding delivery

Despite the importance interviewees attached to delivering the decisions made at design-led events, they did not think that those who initiated them would already have the funding necessary to do so. Instead funding for post-event activities funding needs to be applied for through the delivery of specific projects, using innovative ways of budgeting. A facilitator reported that a few councils were looking at new ways to spend their maintenance budgets,
"Councils can link where they spend their maintenance budgets to what the community says in their priorities".
One council had committed itself from the start by stating that whatever came out in the event report they would use to "*steer where the money goes"*. A council officer illustrated that an Area Partnership model could mean that funding came from existing departmental budgets as a "… *substantial sum on an annual basis",* helping to pay parts of post-event delivery. Similarly, a local stakeholder reported,
"[We got] £50,000 of transportation's budget to allocate in our area so we use some of that".
Two facilitators pointed to having 'seed money' in place from the start, to allow stakeholders to act "a bit like participatory budgeting". One stressed the usefulness of small-scale activities such as a community markets or similar events *"as always outcomes in the report"* so that having some money available from the beginning is a *"good statement of intent"*. Discretionary spending signals the need for a constituted body to make decisions about how funds can be used such as,
 "… a vehicle like a development trust in place or an area partnership or some kind body that is allowed to apply for funding".
Indeed, as one of the local stakeholders noted,
"[If you] want money from the lottery, the lottery will only give funding to constituted groups".
In all three cases, stakeholders signalled the need to apply for subsequent funding for different projects to deliver their post-event activities.

4.10 Factors contributing to success

Interviewees were asked to list factors they felt contributed to the success of the post-event delivery. Their responses reiterated issues they had already identified, summarised as the need for:

- early involvement of stakeholders
- collaborative working
- capacity building
- a delivery vehicle
- having a plan in place
- skills required for delivery
- thinking about delivery at the start of event planning, and
- making provision for follow-on funding

They re-stressed collaborative working as being a key to successful delivery. A facilitator signalled avoiding token engagement as being critical: instead, local stakeholders must:
"… *have a genuinely collaborative [role] rather than the local authority feeling they are in charge …. I think that is pretty fundamental of that way of working ... a good working relationship."*
After a design-led event has finished, there needs to be:
"... a commitment I guess from the local authority to stay involved after the workshop has finished.… [So] *"the first thing is to make the community a joint partner from the outset"*.
Choice of an appropriate delivery vehicle after an event is seen as crucial here - one capable of representing the range of stakeholders involved. A facilitator remarked that their imperative was:
"... [to]make sure we have a steering group …. it could be 2-3 people but one from the local authority and community and that we agree to meet once a month in order to make sure it doesn't get forgotten".
So, for instance,
"... having the Area Partnership module already in place where there is already a forum for getting together community and local authority is definitely a strength in comparison to another place".
Behind calls for inclusive membership is the notion of embracing a partnership approach to delivery, whether through deploying a specially constructed implementation group, or by making use existing groups, meeting on a regular basis. Organisers need stakeholders to engage and attend design-led events: those who attend them then require support if they are to help implement decisions made at such events. Constructing a plan with short, middle and long-term objectives on how to move forward was also identified as significant,
"... [decision making at events] needs to go into as much detail as you can get and including the costing …. But it's not overnight and the delivery plan in particular is an ever-changing document".
A facilitator suggested separating post-event activities into *"...manageable elements or 3-4 months' work plans"* and reviewing progress every year, reflecting on what had been achieved. Monitoring and evaluation were linked to the need to create accountability. Effective delivery is portrayed as requiring a road map that stakeholders can follow – with detailed planning of what is going to happen next after a design-led event and subsequently to implementing the decisions it generates. What is crucial here is that whoever takes ownership at this point needs to know what to do next.

Monitoring and evaluation is required so stakeholders can identify the extent to which the aspirations and concerns they expressed at their design-led event are being effectively met. To gauge this, one of the facilitators called for: "… *a KPI that's nothing to do with the physical outputs but it's [about] the community and how it feels"*.

Others expressed doubts about using KPIs - either because these do not *"show the whole picture"* or because of a fear that they may turn into a tick box exercise:

"... and lose the meaning of why we are doing it. For example, we might have completed one of the actions. But was it done well and are the community satisfied?"

5. Discussions

The contribution offered by this paper is a better understanding of what needs to happen after design-led events. Derived from the gap analysis of the literature and the content analysis of the interviews, it is concluded that the six stages of collaborative planning (Figure 1) should be extended by adding two new ones - Delegating and Schedule Review, (Figure 2) .
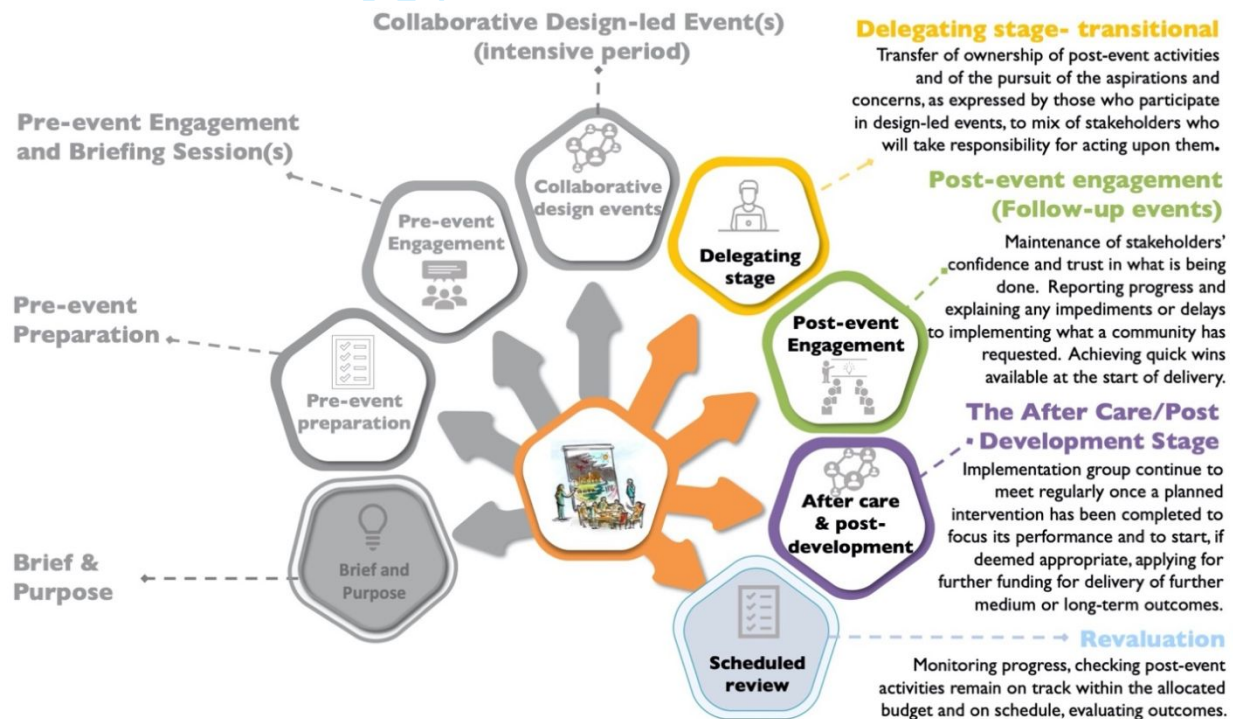

Figure. 2: Extended sequence of post-event decision making and delivery actions and activities (over-simplified linear framework).

The purpose of the Delegating stage is to transfer ownership of post event activities. Pursuit of the aspirations and concerns expressed by those who participate in design-led events is passed to the mix of stakeholders who will take responsibility for acting upon them. This mix should broadly reflect those who took part in making decisions reached at events in order to help legitimate subsequent actions. Lennertz, and Lutzenhiser (2006) signalled that, once an event is completed, the planning process is 'far from over' and that it is critical that momentum is kept through its completion. This handover stage could be introduced by whoever initiated the design-led event, or this role might be played by the inaugural meeting of whatever vehicle is

established for implementing subsequent delivery. The interviews revealed that, keeping the facilitator from a design-led event on board at this stage may be helpful for: a) ensuring continuity of momentum on actions identified; b) legitimating actions being taken to implement what was agreed at an event; c) disseminating information about what is being done to all of the stakeholders concerned; and d) demonstrating continued stakeholder buy-in to any potential funders. Membership of this vehicle can be constructed to provide evidence to funders of continued wide-ranging stakeholder buy-in to the delivery of the action plan set out in the final report of a design-led event. This vehicle should also signal to funders that: 1) a governance structure has been put in place to legitimate subsequent decision-making; and 2) steps are being undertaken to build and maintain the capacity of stakeholders involved to help them make decisions required for implementing interventions in the built environment being undertaken. This involves putting in place a governance structure to form a partnership between a planning authority and a local community, so that local stakeholders can take some of the identified steps forward themselves (Campion, 2018; Illsley and Walters, 2017; Campbell, 2018).

The Scheduled Review stage is required for measuring progress and checking that post-event activities remain on track, within the allocated budget and on schedule. Where delivery of an intervention takes place over an extended period of time, quarterly to annual reviews can be held to look back at original aims laid out in a design-led event's action plan in order to ensure that the subsequently adopted implementation plan remains on course for delivering these. Where deviations become necessary, these can be clearly explained and signalled to all stakeholders involved. AlWaer and Cooper (2020) noted that continuing engagement with stakeholders could be organised by a stakeholder management team with members drawn from planning authority, perhaps assisted by those who facilitated the design-led event. This team's purpose is to maintain representation from all key stakeholders in monitoring and evaluating progress against agreed outputs from the facilitated event, including any design interventions or any other community-focused social/economic/environmental activities. Monitoring and evaluation should address achievement of any design, social or economic goals set at design-led events and requires development and deployment of appropriate key performance indicators (KPIs). These should be measurable and reflect the aspirations and concerns of all those stakeholder groups involved in the collaborative planning exercise being reviewed.

Our analysis also adds further details to the intent of two stages already identified in Figure 1:
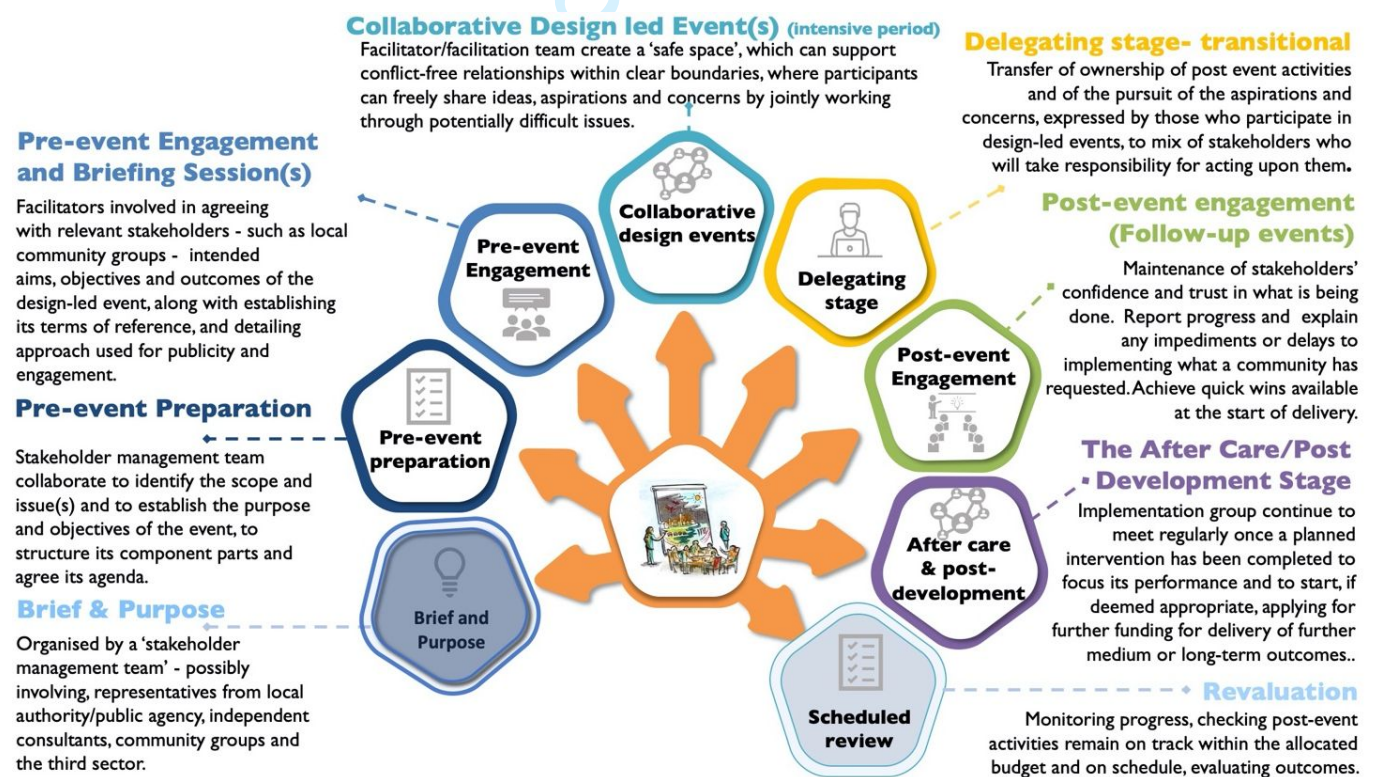- the Post-event Engagement stage, and
- the After Care/Post Development stage.

The purpose of the first of these is to undertake those engagement activities necessary to maintain stakeholders' confidence and trust in what is being done, reporting not only progress but explaining any impediments or delays to implementing what a community has requested. Achieving quick wins at the start of delivery can indicate that change is actually happening. This is seen as critical (CLEAR, 2017), "the challenge after any charrette is sustaining momentum by moving quickly to delivery". Interviewees differed as to whether the event facilitator should still be enrolled in this stage. This was seen as being less crucial if local stakeholders - in the form of trusts, partnerships or networks - are taking ownership and leadership of delivery phases - especially where these are occurring may months after a design-led event. During the Aftercare and Post-development Stage, members of the implementation group continue to meet regularly, once a planned short term intervention has been completed, to focus on its performance and to

start, if deemed appropriate, applying for further funding for delivery of further medium or long-term outcomes. The purpose of this stage is to maintain representation from all key stakeholders during the monitoring and evaluation of achieved outcomes and to report what has (not) been achieved to all the stakeholder groups involved.

Conclusions

This paper offers a more nuanced understanding of the post-event stages than previously published, changing the way post-event organisation is viewed. It proposes an amended mapping of the stages involved in locating design-led events in collaborative planning and provides guidance for professional and local stakeholders who are expected to carry the burden of acting on the outputs arising from design-led events. It emphasises that the imperative of public participation cannot be met by simple, one-off, events intended to canvass stakeholders' opinions at a single point in time. Instead, meaningful participation requires longitudinal engagement with stakeholders throughout planning interventions in the built environment. Continuity of collaboration is necessary to provide stakeholders with ongoing opportunities to contribute to decision-making. Democratic governance structures are required to focus on optimizing shared outcomes so that stakeholder involvement in delivery, along with effective monitoring and evaluation, can result in the trade-offs that are inevitably required to make collaborative planning both robust and seen to be legitimate. Eight stages of collaborative planning are now identified as summarised in Figure 3.

Collaborative Design led Event(s) (intensive period)
Facilitator/facilitation team create a 'safe space', which can support conflict-free relationships within clear boundaries, where participants can freely share ideas, aspirations and concerns by jointly working through potentially difficult issues.

Delegating stage- transitional
Transfer of ownership of post event activities and of the pursuit of the aspirations and concerns, expressed by those who participate in design-led events, to mix of stakeholders who will take responsibility for acting upon them.

Pre-event Engagement and Briefing Session(s)
Facilitators involved in agreeing with relevant stakeholders - such as local community groups - intended aims, objectives and outcomes of the design-led event, along with establishing its terms of reference, and detailing approach used for publicity and engagement.

Post-event engagement (Follow-up events)
Maintenance of stakeholders' confidence and trust in what is being done. Report progress and explain any impediments or delays to implementing what a community has requested. Achieve quick wins available at the start of delivery.

Pre-event Preparation
Stakeholder management team collaborate to identify the scope and issue(s) and to establish the purpose and objectives of the event, to structure its component parts and agree its agenda.

The After Care/Post Development Stage
Implementation group continue to meet regularly once a planned intervention has been completed to focus its performance and to start, if deemed appropriate, applying for further funding for delivery of further medium or long-term outcomes..

Brief & Purpose
Organised by a 'stakeholder management team' - possibly involving, representatives from local authority/public agency, independent consultants, community groups and the third sector.

Revaluation
Monitoring progress, checking post-event activities remain on track within the allocated budget and on schedule, evaluating outcomes.

Figure 3: Eight stages of collaborative planning underpinning design-led events (over-simplified linear framework)

Capacity building has to be provided to empower local stakeholders. If more pressure is indeed going to be put on them to deliver what is needed, resources have to be provided to upskill them. Design-led events should indeed be regarded as an initial 'training session' for those who are doing the delivery, as Lennertz & Lutzenhiser (2006) recommended. Whatever differences may exist in terms of power dynamics - between delivery groups, local authorities and local stakeholder groups - and in the division of roles, responsibilities and actions between them, a supportive governance system must be in place in order to ensure activities are accountable and legitimated. Collaborative planning is thus revealed as a complex form of multi-stakeholder negotiation where traditional authority structures, 'power over', are challenged by more distributed, 'power to', forms of decision-making.

It is important to recognise that design-led events, such as charrettes, do not normally have any real legal or policy status in themselves. However, collaborative planning may be used as part of a statutory requirement to engage. As a result, the outputs and outcomes from it may lack status until they are taken forward in some way within the formal planning system (AlWaer, et al., 2017). This lack of formal status, and hence the requirement to legitimise the outcomes that flow from design-led events, and subsequent collaborative planning activities, needs more research and consideration - especially around specification of what is deemed good practice.

Although based on Scottish experience, the results of this study may have international significance wherever design-led events are expected to contribute to collaborative planning. The extent of their transferability will depend on local context, including the legal framework and the specified roles and responsibilities of those involved. Nevertheless, a clearly drawn 'road map' for post-event decision-making has to be created providing guidance on how to implement activities that flow from such events. More research is required here into how to provide the support needed to upskill and build local capacity for delivering against local aspirations and concerns. Pre-event and post-event sessions are vital components of this ongoing empowerment. All eight stages of collaborative planning identified by this research – and not just the design-led event itself - need sufficient resources. Where these are limited, taking action may default to a local authority's stakeholder management team alone, so limiting opportunities for effective collaboration. Where this happens, and where this team does not have the people skills required for continuing effective engagement, then the planning process may lose its legitimacy, not least in the eyes of local and lay stakeholders. Given the limited resources likely to be available, who should provide this support? What form should it take? Who should fund it? Are there new and innovative ways in which local authorities could use their already heavily constrained and overloaded budgets, particularly for monitoring and evaluate the success of design-led events? Does the involvement of local stakeholders necessarily correlate with what are subsequently judged to be successful planning interventions in the built environment? Last but not least, digital platforms have emerged rapidly which have potential to change many of the face-to-face processes described in this paper. As result, there is a long list of unanswered questions and concerns that indicate much more research is required before the effectiveness of the role of design-led events in meeting requirements of evidence-based policy making can be adequately assessed.

Acknowledgement

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TABLE 1: A QUALITATIVE CONTEXTUAL ANALYSIS ADDRESSING POST-EVENT DECISION MAKING, DELIVERY AND IMPACT FROM ACADEMIC *LITERATURE* AND *GREY LITERATURE*

Key issues identified and questions associated with follow-up activities after design-led events	Sources
1 **the nature of the organisation that 'owned' the event and any post-event activities** Who initiated the event? Who is taking ownership in the delivery stage?	AlWaer, et al., 2017, AlWaer and Cooper, 2019; 2020, AlWaer, Rintoul and Cooper, 2021, Kordas, 2020, Campion, 2018, Blake Stevenson and WBA, 2019, Kennedy, 2017,
2 **the source of funding employed for holding the event and any possible post-event activities and delivery.** Who funded the post community-led design event? Indication of funding for delivery?	AlWaer and Cooper, 2020; 2021, AlWaer, Rintoul and Cooper, 2021, Kordas, 2020, Blake Stevenson and WBA, Condon, 2008, 2019, Kennedy, 2017, Lennertz & Lutzenhiser, 2006; Roggema, 2014.
3 **the possible formal legal status of the outputs of an event** Did the event led into a statutory planning process?	AlWaer and Cooper, 2019 and 2020, Blake Stevenson and WBA, 2019
4 **the types of outputs arising from an event, and the kind of interventions proposed as following on from an event** What were the outputs/ outcomes of the report? what has been achieved through the post design events in terms of longer-term outcomes for communities and partners? Where they spatial or social or a mix?	AlWaer, et al., 2017, AlWaer and Cooper, 2020;2021, Blake Stevenson and WBA, 2019, Nuffield Council on Bioethics, 2019, Condon, 2008, Kennedy, 2017, Lennertz & Lutzenhiser, 2006, Roggema, 2014, Evans-Cowley & Gough, 2009
5 **the timescale suggested for post-event activities, and the expected outcomes of such activities.** When did the event take place? What is the timescale for delivery? Mention of post-event engagement? Mention of outcomes being delivery?	AlWaer, et al., 2017, AlWaer and Cooper, 2019 and 2020, Blake Stevenson and WBA, 2019, Nuffield Council on Bioethics, 2019, Campion, 2018, Kennedy, 2017, Evans-Cowley & Gough, 2009
6 **Skills and knowledge needed for delivery** What constitutes effective best practice for the management skills needed for the post-event process and delivery? How, when and where skills and knowledge are deemed as necessary for supporting such post design-led events?	AlWaer, et al., 2017, AlWaer and Cooper, 2019; 2020; 2021, AlWaer, Rintoul and Cooper, 2021, Kordas, 2020, Campion, 2018, Cooper and AlWaer, 2017, Blake Stevenson and WBA, 2019, Forester, 1999, Lennertz & Lutzenhiser, 2006, Wates, 2014, White, 2015, Evans-Cowley & Gough, 2009

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Table 2. Characteristics of selected examples of reported design-led events

Case Selected	Geographical location	Date	Prevailing government policy initiative	Types of initiator	Administrative location of event	Purpose of Initiative
1	Thurso & Wick	2013	Charrette Mainstreaming Programme (Scottish Sustainable Communities Initiative)	Local Authority	Highland (Towns)	Regeneration, vision, town centre "The aim was to review key issues facing the towns, explore options and alternatives for delivering development, propose actions for addressing these issues to deliver growth and formulating a land use strategy."
2	Neilston	2014	Charrette Mainstreaming Programme	Partnership	East Renfrewshire (Village)	Regeneration, town centre, 'Place Plan, framework, The charrette built on the vision of the Neilston Town Charter. "The Charrette examined Neilston's 'needs, demands and influences and assessed regional and national external impacts". "The Charrette examination also included work on the Village Infill Strategy which focussed on seeking to repair the fragmented urban fabric in and around the centre of Neilston along with additional work undertaken in 2013 that look at governance issues and the creation of the Advisory Group that would help develop a project delivery strategy."
3	Tranent	2015	Charette Mainstreaming Programme 2014/15	Partnership	East Lothian (Town)	Town centre framework Prioritisation of town centre regeneration.
4	Dunblane	2015	Charette Mainstreaming Programme	Community	Stirling (Town)	Town Centre regeneration The community size and needs had outgrown its centre. "It was hoped that the Charrette would help define, design and develop our town centre to appropriately support the whole community through business, service leisure amenities"
5	East Pollokshields	2016	Charrette Mainstreaming Programme	Community	Glasgow (area/district)	Masterplan Aim was to make it a better place to live. Masterplan document as Supplementary Planning Guidance to the new City Development Plan.
6	Cupar	2016	Charrette Mainstreaming Programme	Community	Fife (Town)	Town Centre regeneration Aim was "promoting a community dialogue on the role and future improvement of the town centre"
7	Prestwick	2016	Charrette Mainstreaming Programme 2015/16	Local Authority	South Ayrshire (Town)	Town Centre Regeneration "The purpose of the Charrette was to assist South Ayrshire Council in its contribution towards the creation of visions for the regeneration of Prestwick Town Centre whilst taking into account the cross public sector commitment to the Town Centre First principle proposed by the National Review of Town Centres and on the potential links between spatial planning and community planning".
8	Arbroath	2016	Charrette Mainstreaming Programme	Local Authority	Angus (Town)	Town Centre Regeneration 'Angus council selected Arbroath – to plan the future of the town centre'.

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9	Kincardine	2016	Charrette Mainstreaming Programme	Community	Fife (Town)	Town centre regeneration Aim was to undertake an appraisal of Kincardine 'to identify opportunities for co-ordinated action that can benefit the local community, the visitors, economy and make Kincardine an even better place.'
10	North Berwick	2017	Making Places Initiative	Partnership	East Lothian (Town)	Town centre regeneration "The urban planning and design exercise were open for all to take part in and was an opportunity for local people to work with a design team to develop ideas and test out suggestions that may make the Town Centre work better for everyone"
11	Foxbar	2018	Pilot Local Place Plan	Partnership	Renfrewshire (district)	Community vision Piloting of Local Place Plan

Sources:
1. https://www.neilstontrust.co.uk/wp-content/uploads/2019/04/GOING-PLACES-Charrette-Report_Print-A4-Double-Sided-3mm-bleed-Final-June-2014.pdf
2. https://www.eastlothian.gov.uk/download/meetings/id/16854/tranent_town_centre_charrette-report_from_kevin_murray_associates
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4. https://www.collectivearchitecture.com/projects/make-your-mark
5. https://www.pas.org.uk/wp-content/uploads/2019/09/Cupar-Could-Charrette-report.pdf
6. https://ww20.south-ayrshire.gov.uk/ext/committee/committeepapers2017/South%20Ayrshire%20Council/5%20October%20Planning%20Reports/Prestwick%20Town%20Centre%20Charrette.pdf
7. https://www.angus.gov.uk/sites/angus-cms/files/2017-08/Arbroath%20Final%20Draft.pdf
8. https://issuu.com/oliverchapmanarchitects/docs/go_forth_kincardine_charrette_final
9. https://eastlothianconsultations.co.uk/policy-partnerships/is-north-berwick-town-centre-a-great-place-for-eve/
10. http://www.renfrewshire.gov.uk/media/9291/Foxbar-Place-Plan/pdf/Foxbar-Local_Place_Plan_FINAL.pdf?m=1551437656463

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	Compare			Contrast	
	Funding	**Size**	**Timeframe**	**Location**	**Initiator**
Cupar	Scottish Government	Town	2016	Fife	Community
North Berwick	Scottish Government	Town	2017	East Lothian	Partnership
Prestwick	Scottish Government	Town	2016	South Ayrshire	Local Authority

Table 3. The compare and contrast characteristics of the three cases selected for more detailed examination

Interviewee	Organisational attachment	Expertise/experience
Facilitator 1	Glasgow-based engagement focused planning consultancy	Experienced facilitator of community-led design events. Reflected on their experiences of North Berwick.
Community Representative 1	Chair of Area Partnership	'Community champion' for North Berwick involved in several community-led projects.
Council officer 1 Council officer 2	East Lothian Council	Conducted a number of charrettes in East Lothian. Shared experience of North Berwick.
Facilitator 2 Facilitator 3	Charity supporting place and active citizenship	Experienced facilitators of community-led design events. Provided overview of experience in Cupar as well as other projects.
Facilitator 4	Independent planning consultant	Chartered town planner, qualified mediator, and trained facilitator. Reflected on their experience facilitating a number of community-led design events
Facilitator 5	Non profit organisation for regeneration consultancy services	Reflected on a number of community-led design events supporting non-profit and voluntary organisations.
Community Representative 2	Chair of the Cupar Development Trust	Retired planner, shared experiences of Cupar charrette.
Facilitator 6	Glasgow-based engagement focused planning consultancy	Experienced facilitator of community-led design events. Reflected on their experienced of Prestwick.
Community Representative 3	Community champion	'Community champion' for Prestwick involved in a number of community led projects and initiatives.
Facilitator 7	Architecture and Design Scotland	Shared experience of working on the Neilston charrette.

Facilitator 8	Digital and social media management organisation	Shared experience of working on CuparNOW.

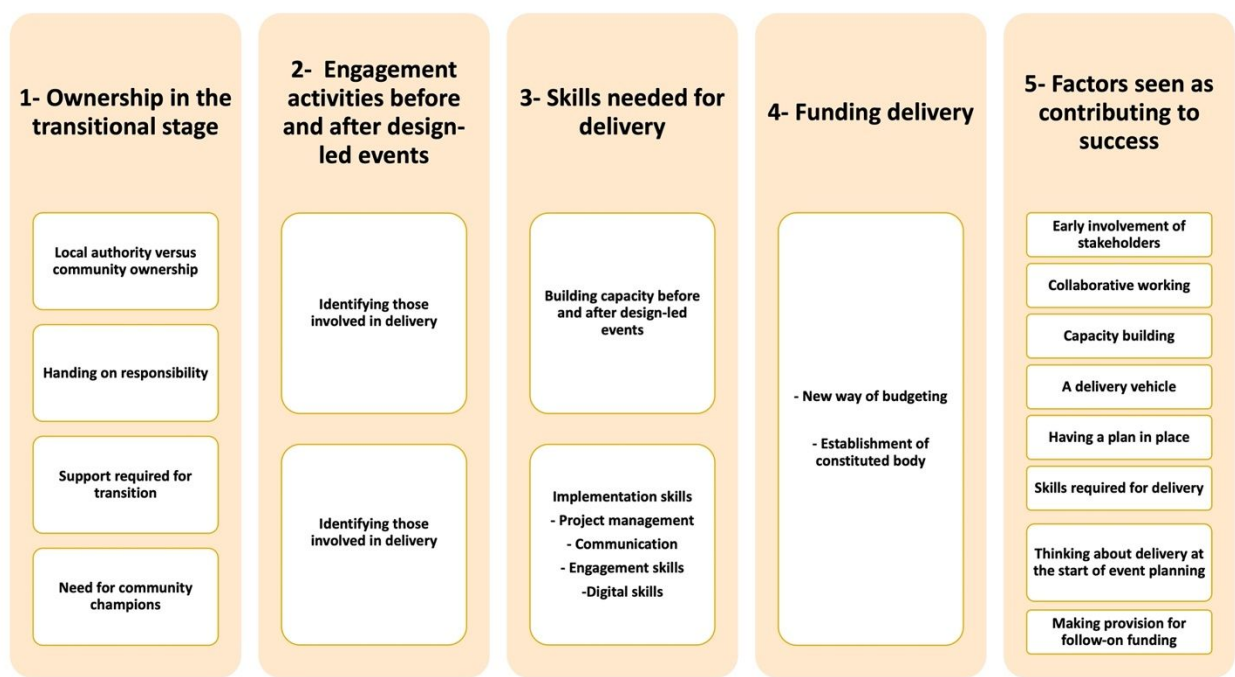**Table 4: List of case study interviewees.**

Table 5. Interviewees' recurrent concerns about issues affecting delivery after design-led events

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